Personality Type, Acculturation Stress and Ostracization as Predictors of Organizational Integration of Migrant Employees

A

Synopsis

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CONCEPTUAL FRAMEWORK

"Employees are not born in the organization but the organization is definitely born in them when they join one and start belonging to it." Organizations are foundation stones for the entire management structure. Organization connects to evolving a framework and the various functions remain divided into controllable components so as to enable the achievement of its objectives and vision. Thus, organizations are structured suitably to enable employees and management, living to work together for progressive results. Precisely, any organization is a structure operated by group of individuals initiating to work together towards a shared goal. This group assembles at a place to contribute and achieve the declared targets.

While explaining about organization and management, Allen (1958) considers "organization as the process of identifying and grouping work to be performed, identifying and delegating responsibility and authority and establishing relationships for the purpose of enabling employees to work most effectively together in accomplishing objectives." Organizations are instruments for achieving significant goals, where the work of each and every individual is specified with fixed authority and responsibility for accomplishing the same." Also, for Koontz and O'Donnell organization is "the establishment of authority relationships with provision for co-ordination between vertical and horizontal relationships in the enterprise structure."

Almost all work environments are different while there may be similarities amongst them, as every organization comprise of individual differences, thus, creating unique categories of personalities. Confronting with divergent personality traits at times is beneficial. Relationships concerning employees with contrasting personalities challenges them to assess situations from different perspective. Here it is mentioned that 'personality as a term is a derivation from the Latin word '*persona'*, which means 'masks worn by actors.*'* In the workplace, divergent personality traits are significant for creating a diverse workplace, enhancing creativity and flourishing varying ideas. If individuals think positively but are surrounded by negative persons, they turn more pessimistic. Such toxic personality traits prove to be detrimental for the workplace. Hiring employees while considering their personality traits foster a positive work environment. Since personality is relatively unchanging

pattern of behaviors and consistent internal states that explains behavioral tendencies of an individual, it is important to consider it while hiring. The relationship in between personality and job performance gives enough reason to consider it in an organizational integration research. The Type A concept proposed by Friedman and Rosenman (1974) categorize individuals as there is an impact of personality types, Type A/B behaviour pattern in organisation over the functions of employees. Type A individuals are mostly aggressive, with extremely competitive attitudes for achievement, overemphasized urgency of time and they use aggression and hostility to cope with frustrating situations (Lobel, 1988; Watson et al.,2006). Type A individuals desirous of winning all competitions in all the aspects in a speedy mode reflected through the manner they speak, act, and perform. Prominently, Type A individuals are ambitious, inflexibly organized, exceedingly sensitive, status-conscious as well as impatient and anxious. They grab more work than they can handle, want other people to quickly respond, always rush to be proactive and ruthlessly manage time. Such individuals are frequently high-achieving "workaholics" indulging in multi-tasking, push themselves beyond capacity to meet deadlines and hate delays and uncertainty. In a nutshell human factor for them does not exist, so they control others excessively and often may also indulge in bullying others. The migrant employees who left their hometown for work and experiencing acculturation stress already may experience the worst situation when confronting such individuals with bullying behaviour.

Conversely, Type B individuals are more relaxed and easy-going and do not suffer from a sense of time urgency as Type A individuals. The Type B characteristic individuals enjoy leisure time while relaxing without experiencing any guilt (Friedman and Rosenman,1974). They accept circumstances and work within their capacity and at times do not take up the work, which seems beyond their capacity at the first instance or fight competitively. Type Bs are apparently less competitive and hostile specifically relaxed for time pressures but more confident about work outcomes. When it comes to be a migrant employee they may adjust to situations at their own pace and so they may also be less prone to have problems associated with acculturative stress. On a positive note, Type B individuals are highly productive workers meeting expectations related to schedules and obtaining results. Therefore, it is also important here to mention that Type A employees will feel more stress if

placed in a Soft work culture, while Type B employees are more stressful when placed in a Synergetic work culture (Sandhu and Das, 1998). Chances are that there also are employees in organisations, who possess a blend of both personality types besides the employees who are pure Type A or Type B personality. Emphasis on job demands and employees with the appropriate personality type can enhance the work environment that surely can boost the organizational integration of the migrant employees as a consequence.

Sometimes the migrant employees who cross boarders of their hometown or state and move to other cities and states for work, get targeted by bosses or colleagues who have dominantly shrewd personality characteristics. They are bullied for what they are, an outsider who is already facing stress due to acculturation. These migrants may then find it difficult to integrate with the organisation they are working and remain separated altogether as far as they can. This is not good for the health of the organisation. Workplace bullying or oostracization is a common and constantly occurring phenomenon in organizations. Features of the work environment and personality traits of the employees specifically make a workplace favorable to the occurrence of bullying. While work environment features are well-established antecedents of workplace bullying, much of the research reviewed on personality traits as antecedents of bullying remains inconclusive. Employees who become targets of bullying may experience various effects such as shock, loss of confidence, anger, feeling of frustration or helplessness, panic/anxiety etc. So, bullying can directly impact the system of an organization, leading to unhealthy workplace environment, which can have many effects such as increased absenteeism, increased stress, decreased morale, poor customer service, decreased productivity etc. When the employees of an organization get involved in the undesired act of constantly bullying others, how would that organization grow. Evidences from studies disclose that Type A individuals are more involved in the act of bullying for the reason that their tendency to be angry and frustrated trap them in frequent interpersonal conflicts as compared to Type B behaviour pattern (Spector and O'Connell, 1994).

Another factor that works as hinderance in the progress of an organization is acculturation stress. Here it is important to understand that it is not easy to leave any habitat and settle down in another region,

city or state. Recently, the incidence of acculturation stress and its effects on personal and organizational aspects are growing more and more amongst migrant employees, due to significant changes in the workplace resulting from globalization, cultural diversities of the workforce and increasing needs of innovative and different skills/qualifications. Acculturation as a change in two or more cultural systems arising as a result of two-way diffusion of culture elements indicates the relationship between cultural differences.

The process of cultural modification and the intergroup adaptation takes place particularly during mergers and acquisitions of one or more minority groups by the majority (Berry, 2001). Acculturative stress is also moderately pathological and destructive individual's state and behaviour, subsequent to the contact with another cultural group. Its symptoms in the inflicted migrated employees include anxiety, confusion, depression, low self-esteem, psychosomatic diseases (Berry, 2006c). This stress is due to the unlearning of many old cultural habits(deculturation) and learning new ways to respond from the host culture. Immigrant employees belonging to other states are required to simultaneously adapt their own native culture and adopt the host culture by learning the existing attitudes, language, values, and customs (Berry, 1980; Berry, Trimble and Olmedo, 1986; Mena, Padilla and Maldonado, 1987; Rhee, Uleman and Lee, 1995).

Moreover, sometimes due to the mistakes in organizational policy, poor management and stressful environment, poor aesthetic facility, organizations are not able to be progress, employees are not able to practice creativity and innovation. For the progress of an organization, organizational integration of the employees is essential. Organizational Integration is vital for operational coordination, innovation and strategic effectiveness between intra-organizational and inter-organizational subsystems and employees are at the lower end and a unit of the entire process. Organizational integration is "the extent to which distinct and interdependent organizational components (employees, policies, system, infrastructure etc,) rapidly and adequately respond and adapt to each other while pursuing common organizational goals" (Barki and Pinsonneault, 2005; Lawrence and amp; Lorsch,1967). Organizational integration is also the "process of achieving unity of effort among the various subsystems in the accomplishment of the organization's tasks" (Lawrence and Lorsch, 1969).

Integration in organizations is both internal and external (Barki and Pinsonneault, 2005). It requires very high organizational efforts, but it eventually produces advantages as better productivity, competitiveness, strategic advantage, improved coordination and reduced errors. Such integration is achieved through the mechanism of planning, direct supervision, standardization of output or work, and mutual adjustment (Glouberman and Mintzberg, 2001; Mintzberg ,1979, Thompson, 1967). The migrated employees who may be Type A or Type B personality are required to integrate with the organization or they may adopt assimilated, separated or marginalized acculturative style. This means that in a deteriorated manner move away from integration with the organization.

If these migrated employees are also perceiving ostracization or bullying then the situation becomes worse for them.

Considering the entire conceptual discussion and the research studies given, the research questions to be answered here are: ***What is the impact of an environment and bully behavior on integration of the migrant employees in the organization? Do the Type A/B personality types, Acculturation Stress and Ostracization contribute in lowering Organizational Integration of these migrant employees? Which acculturative style will they use to cope up with acculturation stress? Can reduction in Ostracization and reduction in Acculturative Stress improve Organizational Integration for these migrant employees? What are needs and presses, psycho-social and socio-demographic profile of these migrant employees who highly integrate with the organization in contrast to those who are very low on organization integration?***

Understanding the interrelation and potential interface of Personality types, Acculturation Stress and perceived Ostracization of migrant employees and their consecutive Organizational Integration, along with the qualitative aspects of their profile theoretically, the conceptual framework of the study is formatted and presented in the Figure 1.

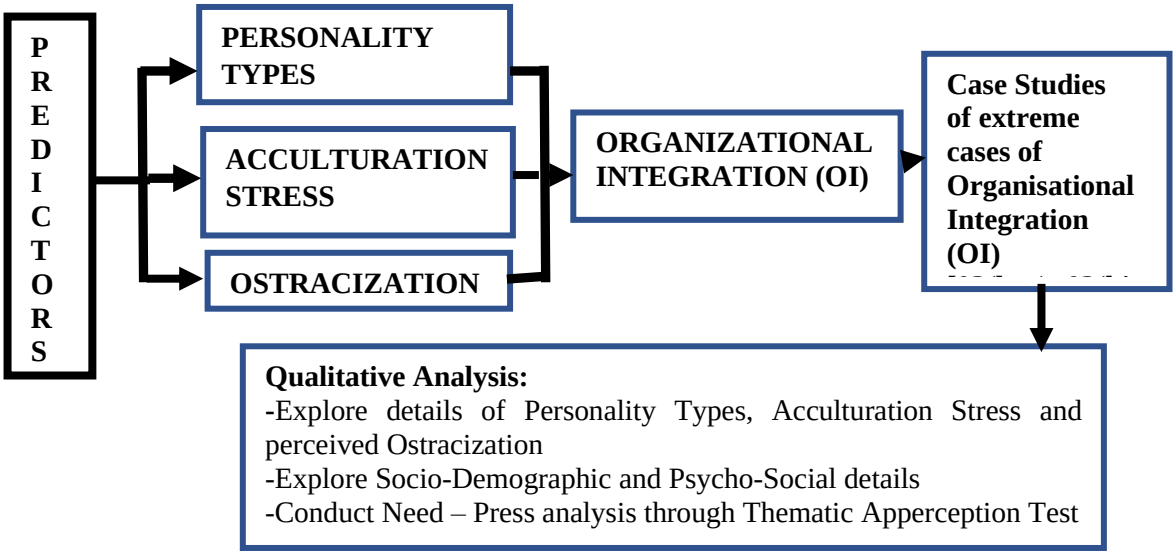
PREDICTORS
PERSONALITY TYPES
ACCULTURATION STRESS
OSTRACIZATION
ORGANIZATIONAL INTEGRATION (OI)
Case Studies of extreme cases of Organisational Integration (OI)
Qualitative Analysis:
-Explore details of Personality Types, Acculturation Stress and perceived Ostracization
-Explore Socio-Demographic and Psycho-Social details
-Conduct Need – Press analysis through Thematic Apperception Test

Figure 1: Conceptual Framework of the Study

Rationale of the Study

It is important to understand here that cultural foundation also plays a vital role in terms of the levels and types of bullying acts that occur within the workplace premises. From a theoretical point of view on stress (Lazarus, 1999; Lazarus and Cohen-Charash, 2001; Lazarus and Folkman, 1984), emotions are very important to understand the outcomes of stressful transactions originating due to workplace bullying. In agreement with the view, emotions are essential to understanding people's reactions at work (Muchinsky, 2015). The manifestation of the felt emotion will be in the form of the either completely integrating or assimilating or separating or marginalizing the organisation environment and culture.

Researchers in the current research propose that people with Type B personality may experience less acculturation stress in the similar situation as compared to Type A personality pattern. Type A are hard-driving, competitive individuals with constant need of time urgency, impatient, often losing temper, having explosive speech and interrupt others during conversations. On the other hand, Type B people are less competitive or concerned about time limitations, steadily work, have relaxed style towards life and remain calm, so they will feel very less stress due to acculturation. When stress turns distress, job performance declines and chances of separation from organisation amongst migrated employees specifically or workplace accidents become more frequent. High acculturation stress levels

impair our ability to remember information, make effective decisions and take appropriate actions. Overstressed employees ultimately also tend to have higher levels of absenteeism and finally they remain aloof and detached from the work premises and ultimately do not integrate with the organisation.

Here, related literature gives an overview of the various studies conducted so far with the variables under consideration in the study. Some important studies are reviewed to find out the research gap and direction for the research. Summary of results and outcomes of those studies are presented in a tabulated form in the Table 1.

In view of the present study and the variables under consideration, some of the studies conducted earlier are as follows:

Table 1. Summary and Outcomes of reviewed related literature

Authors name and Year	Variables	Results and Outcomes
Hommey, Ma, Asamani and Hanson. (2020)	Acculturation, Newcomer Adjustment, Employee Behavior	A sample of 250 employees who had spent not less than 6 months and not more than 12 months in their current role were taken. The results indicate the relationship between newcomer adjustment and work-related anxiety among employees in general is moderated by the acculturation strategy of integration and separation.
Selma, Matthias, Andrew, Mirella and Greifeneder (2019)	Ostracism, personality, agreeableness, conscientiousness, person perception	Researcher find evidence that personality affects the likelihood of becoming a target of ostracism, and that especially low agreeableness and conscientiousness represent risk factors.
Yang and Wei (2018)	Ethical leadership, Organizational citizenship behavior, Ostracization	The empirical findings indicate that ethical leadership positively influences employee Organizational citizenship behaviour. Organizational commitment mediates the relationship between ethical leadership and employee. Organizational citizenship behaviour Furthermore, the effect of ethical leadership on employee Organizational citizenship behaviour directly and indirectly (via organizational commitment) is moderated by workplace ostracism.
Chung and Yang (2017)	Organization-based self-esteem (OBSE), workplace ostracism,	The result found Organization-based self-esteem to fully mediate the relationship between workplace ostracism and helping behaviour, voicing behaviour, and in-role behaviour, while Organization-based self-esteem partially mediated workplace ostracism and deviant behavior as workplace ostracism was found to have a direct effect on deviant behavior.
Nielsen, Glaso and Einarsen (2017)	Workplace harassment, Five Factor Model of personality	Moderator analyses showed that the associations between harassment and neuroticism, agreeableness and conscientiousness, respectively, were conditioned by measurement method for harassment, type of harassment

		investigated, and geographical origin of study.
Raman and Harwood (2016)	Intergroup contact, media use and Acculturation	Results on 237 Asian Indian professionals in Silicon Valley state that ethnic television viewing aggravated the effects of negative intergroup contact on acculturation. Host media consumption was positively related to political engagement and loneliness.
Hristova (2016)	Acculturative stress, Work stress, Coping strategy, Control-oriented coping	The results obtained when applying analysis of variance indicated statistically significant differences in the level of acculturation and the frequency of use of coping strategies depending on part of the socio-demographic factors observed, confirming partially the first hypothesis formulated. The second hypothesis was fully confirmed. The findings of correlation analysis indicated that high levels of acculturation in organization correlated statistically significantly with the coping strategies of Increasing efforts, Confidence in success, change of situation and Time management, all of which are part of the control-oriented coping.
Wilk (2016)	Workplace bullying, personality.	With the help of MANOVA with repeated measures the results indicate that being exposed to bullying in the first wave led to a decrease in agreeableness in the second wave.
Zheng, Yang, Ngo, Jiao (2016)	Workplace ostracism, psychological capital, affective organizational commitment, intention to leave	The study yields two important findings: (1) workplace ostracism is positively related to intention to leave and (2) psychological capital moderates the effect of workplace ostracism on affective commitment and intention to leave.
Sia and Chauhan (2015)	Social support, Acculturative Stress	The data was collected from 200 employees working in iron and steel plants situated in Ludhiana (Punjab) for the present study. 100 were native Punjabis and 100 were non-Punjabis. Two questionnaires were used for data collection. Regression was used to calculate the results. Results showed that non-Punjabi respondents reported receiving much more social support from their non-Punjabi coworkers (M = 3.43) than Punjabi (M = 1.86) reported receiving from that source.
Yan, Yanling, Zhou, Eruha, Long, Lirong, Ji, Yang (2014)	Workplace ostracism, counterproductive work behaviour	The results of the study indicated that Workplace Ostracism was positively related to both organizational and interpersonal employee Counterproductive work behaviour. In addition, the results showed that state self-control mediated the relationship between Workplace ostracism and counterproductive work behaviour. Implications for theory and management are discussed.
Fretwell, Lewis, Hannay (2013)	Myers-Briggs Type Indicator, A/B Personality Types, and Locus of Control.	For the following study data was collected by survey from 276 business students of South-eastern University in the U.S. Participants ranged from 21 to 58 years old. The result of the present study shows that Type A personalities would be positively associated with extroversion, sensing, thinking, and judging. The hypothesis which predicted that internal locus of control would be positively associated with extroversion, intuition and judging, was not supported. The

		H3 was not supported as it predicted Type A personalities to be positively associated with internal locus of control. It was also proved that A/B Personality Type was significantly related to the MBTI judging/perceiving dimension ($\beta = .182$, $p < .05$).
Douglas and Riberio (2012)	Acculturative stress and Social support	Interventions assessing and treating acculturative stressors as well as aiding/advocating for the development and strengthening of social support networks for Mexican immigrant men.

GAP ANALYSIS AND FUTURE RESEARCH DIRECTIONS:

After reviewing the extensive literature on the theme individually, the researcher found a considerable research gap. In the field of Organizational Integration, the very little researches are done. Collectively, a good number of studies are available on this content but the researches that are conducted and published are mostly done in foreign countries as compared to Indian subcontinent, on the variables under consideration. There is something more in this field that needs to be expanded. Also, the innovation that is required to be expanded in this field whether in a theoretical or a practical perspective needs to focus on the interface of the said variables altogether. The studies done on Ostracization show that ostracism leads to many problems such as study on anxiety, deviated interpersonal relationship among employees, lack of organizational citizenship behavior and other problems. As Ostracization is a latent but common workplace problem, bullies cause effect on a person mentally, emotionally, physically, socially and can even cause hinderance in the integration of the employee with the organization. Studies on Type A/B behavior pattern and ostracization were not found in the review at a glance, there are many studies conducted taking Type A/B behavior patterns and some other psychological and physiological variables.

The studies on Acculturation Stress are limited and mostly done in foreign countries as compared to India. India is a multicultural country and every culture or sub culture has its own values, rituals, environment etc. The culturally diverse working environment implies greater possibility of increasing levels of acculturative and work stress, which may be crucial to the overall wellbeing of individuals and a great challenge for contemporary organizations operating within growing, dynamic, globalization and localization processes that put representatives of different cultures in continuous interaction with one another, even in the workplace. Thereby, it is essential that the individual and

organizational implications of new forms of acculturative stress for migrant employees would be recognized and taken into account, so that new ways are found for more effective coping with cultural diversity and cultural distance between individual and organizational values and practices. Bullying as a process of long-lasting victimization and rejection results in negative outcomes and impairment in emotional, cognitive and social functioning. In this study it becomes important to explore how Ostracization effects organizational integration and what can be the various ways to reduce the ostracism in an organization.

Also, it is important to study how personality types, acculturation stress and ostracization contribute in determining organizational integration. As competition is the biggest challenge in everyone's life, some people gain the opportunity by doing negative acts, which satisfies one person, but can adversely affect another person. The researcher observed impact of workplace ostracism, as her family members and friends are working in organizations. This has affected their mental peace and also because of this they were not able to focus on their personal, social and professional life, also there was lack of motivation to bring innovative ideas for the development of the organization. The researcher has also seen various cases of acculturative stress because of which, people were not able to focus on their work/task properly. When the employees are not able to bring out their true potential, how would that organization grow and progress. The researcher also saw how different personalities can affect the environment of the workplace. Personality work as one factor in the workplace that can boost the confidence, bring positivity to the workplace, on the other hand, it can also lower down the morale of employees specifically, the migrants, there will be more conflict among the employees that surely will not help any organization to grow because most of the time higher authorities and collogues engage in resolving the conflict. Such negative acts increase negativity in the organization and even on the personal front, can affect the growth of an organization, prevent the individual from integrating with the workplace and make an individual lose confidence in life. So, it is relevant to conduct the study to explore the possibilities of improvement in organizational/ work life of employees. The case studies generated will help in profiling organizational integration of the migrated employees experiencing all the negativity.

OBJECTIVES:

1. To study the relationship between Personality types (Type A/B behavior patterns), Acculturation Stress and perceived Ostracization with Organizational Integration of migrated employees.

2. To study the relative contribution of Personality types (Type A/B behavior patterns), Acculturation Stress and perceived Ostracization in determining Organizational Integration of migrated employees.

3. To explore through qualitative analysis six extreme in-depth cases of migrated employees (details of Personality Types, Acculturative Stress style used to cope up and perceived Ostracization, along with Socio-Demographic and Psycho-social variables), out of which (1) three cases very high on Organizational Integration and (2) three cases very low on Organizational Integration, would be studied.

HYPOTHESES:

1. There would be a significant positive relationship between Personality Types (Type A/B behaviour patterns), Acculturation Stress, Ostracization with Organizational Integration of migrated employees.

2. There would be a significant contribution of Personality types (Type A/B behaviour patterns), Acculturation Stress and perceived Ostracization in determining Organizational Integration of migrated employees.

3.The Psycho-social and Socio-demographic aspects and qualitative analysis of migrated employees, extremely high and low on Organizational Integration would be showing variations in terms of Personality Types, Acculturative Stress style used to cope up and perceived Ostracization.

VARIABLES:

Predictor Variables:

(1) Personality Types (Type A/B) (2) Acculturation Stress (3) Ostracization

Criterion Variable: Organizational Integration

OPERATIONAL DEFINITIONS OF THE TERMS USED:

1. ***Personality Types***: 'Type A/B behavior pattern is considered to be the result of person- situation interaction, in which a perceived challenging situation induces enhanced competitiveness, impatience, hyper alertness, restlessness, explosiveness of speech etc. all on a continuum on the

predisposed individuals. Individuals high on these aspects are Type A personality type and those low on these aspects are Type B personality type. There could be an individual's average on these aspects which is labelled as the third category Type C.'

2. ***Acculturation Stress*** is when moving to any culture or sub culture, employees meet with many challenges, new language, different customs and laws, distinct norms of social behaviour etc. Facing such challenges often brings a certain amount of stress known as acculturative stress, the manner of adjustment with this stress is the acculturative stress style
3. ***Organizational Integration*** refers to "the extent in which, distinct and interdependent organizational components rapidly and adequately respond to, or adapt to each other while pursuing common organizational goals" (*Barki and Pinsonneault, 2005*).
4. ***Ostracization*** refers to the process of being excluded and ignored by others. It is exhibition of bullying behaviour by dominating individuals.

SAMPLE DESCRIPTION:

Sampling procedure in three stages would be used for the present study. Firstly, the organizations where the permission for data collection is conveniently obtained would be considered for the study. Secondly, out of these organizations stratified random sampling of approximately 300 migrated employees (male and female; married and unmarried), would be taken from organizations in and around Agra, Delhi and NCR. Strata would be drawn on the basis of age, gender, hierarchical level, education, departments, experience etc. of the employees. The nature of work of these employees would be similar as executive level migrated employees, who have migrated from one state to another state for work would be taken. The age of the employees would range in between 23- 45 years. They would be belonging to the different sub-cultures and states of the Indian subcontinent. Their income would at least range in between Rs. 35,000/- to 65,000/-per month. The migrated employees would have an experience of at least one year in that particular organization when the data is generated. They would be at least graduates. Sample for data collection will be generated from the organizations with similar sector/ domain and product line where the nature of work process and cultural practices will be

matching to reduce the effect caused due to these variables. The cultural climatic experiences in immediate terms including the cultural, political, social and economic environment that the employees have grown through and exist in will be evaluated and analyzed as a part of the in-depth study as well as the sample will be selected considering the organizational climatic conditions as well.

Finally, in-depth case study will be conducted on six extreme cases of migrated employees (3 extremely high on Organizational Integration and 3 extremely low on Organizational Integration) selected purposively. Unstructured open- ended interview schedule along with Performa on socio-demographic and psycho-social variables will be filled by these extreme cases and TAT need-press analysis will be used to generate data for qualitative analysis. The personality type, level of acculturation stress and ostracization level will also be considered and evaluated while reporting in the thesis. Any employee having serious physical and mental health issues or undergoing any mental health treatments as reported in their medical reports and records, would be excluded from the sample. Migrated employees unwilling to participate in interviews would also be excluded. Informed consent would also be taken from the employees for data generation.

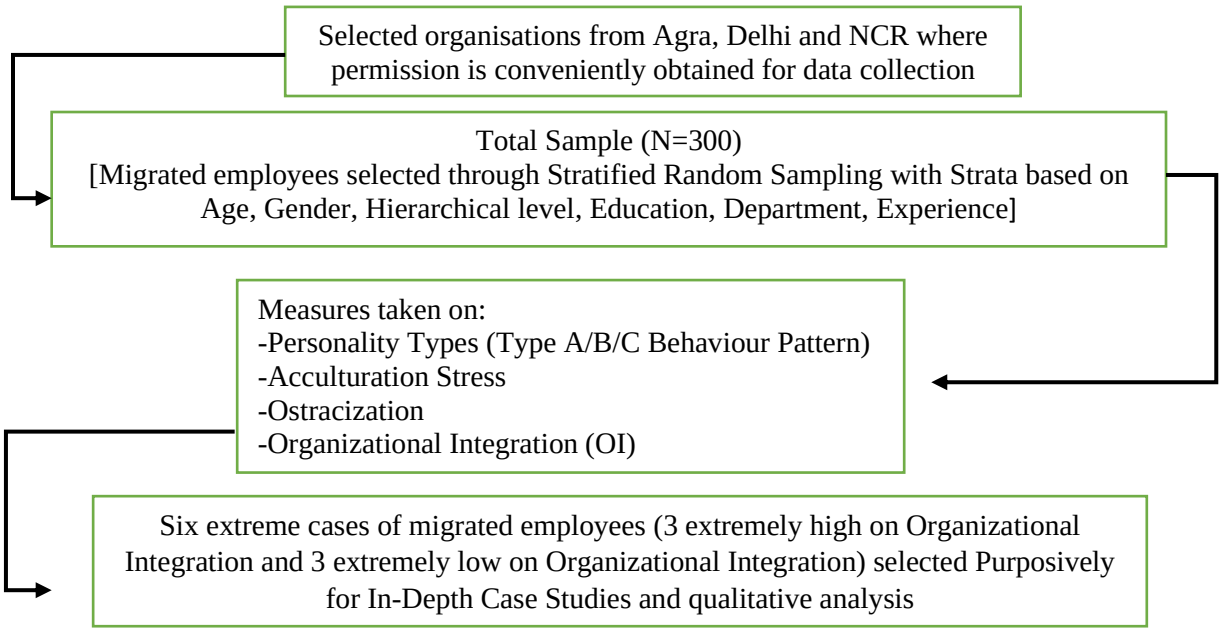
Selected organisations from Agra, Delhi and NCR where permission is conveniently obtained for data collection
Total Sample (N=300)
[Migrated employees selected through Stratified Random Sampling with Strata based on Age, Gender, Hierarchical level, Education, Department, Experience]
Measures taken on:
-Personality Types (Type A/B/C Behaviour Pattern)
-Acculturation Stress
-Ostracization
-Organizational Integration (OI)
Six extreme cases of migrated employees (3 extremely high on Organizational Integration and 3 extremely low on Organizational Integration) selected Purposively for In-Depth Case Studies and qualitative analysis

FIGURE 2: Sample Distribution

TOOLS:

1. Jenkins Activity Survey (JAS) (Form -T) developed by Jenkins, Zyzanski and Roseman (1979) is used to measure personality types A/B. This is a self-reporting instrument to measure a specific pattern

of behavior. The scale actually represents measures and objective operational definition of a pattern of behavior originally described via-interview methods. The JAS consists of 52 items, responded in terms of multiple point descriptors. The test-retest reliability of JAS ranges from 0.65-0.82. An internal consistency is reported to be alpha 0.80. The test is used by Indian researchers in research studies. The scale has been revised by Christensen (2004). Revised version of the scale will be used.

2. Acculturative Stress Assessment Scale (ASAS) is constructed by Khushboo and Sandhu (2013). This scale measures acculturative stress of employees in organization. the scale consists of total 35 items: each section has 5 items. The scale has 7 sections or dimensions: Cultural identity, peer group, language, family, discrimination, life-style and media preferences. All the statements are scored on a four-point Likert type scale, giving weightage to each of the alternative responses, for the positive and negative items of the scale. Scoring ranges from 4,3,2,1 for the positive items whereas it is reversed from 1 to 4 for the negative items. The test-retest reliability of the scale after a time gap of three weeks is 0.93 a Cronbach alpha is 0.70. the internal consistency of the scale is very high. The validity of the test is high as the scale have been developed using principal component analysis.

3. Employee's Organizational Integration Scale (EOIS, 2012) constructed by Sandhu, Khushboo and Parashar (2012) will be used to generate data for organisational integration. This scale measures the organizational integration of employees within the organization. This scale consists of total 30 items, which measures cultural structure, cultural process and organizational rules. All the statements are scored on a four-points Likert type scale giving weightage to each of the alternative response of the 26 statements in the pattern given below for all the positive (+ ve) and negative (-ve) items of the scale. Scoring is ranging from 4,3,2,1 for the positive items, reversed ranging from 1 to 4for the negative items. The Cronbach alpha reliability is .76 (N= 350) and test-retest reliability of this scale was obtained after a time gap of three weeks. The reliability coefficient or r = .86 (N = 50). The content validity was adequately assured because coefficient of correlation range from .43 to .74.

4. Negative Acts Questionnaire – Revised (NAQ-R) constructed by Einarsen et al (2009). This questionnaire measures the prevalence of 22 potentially bullying behaviours that can occur in the workplace. Example items include: being ignored or excluded, persistent criticism of your work and

effort, and being shouted at or being the target of spontaneous anger. The scale includes three main factors: personal bullying, work-related bullying, and physically intimidating bullying. Respondents rate the frequency that they have experienced each of the negative acts in the last six months using a 5-point scale (never, now, and then, monthly, weekly, daily). NAQ-R provides prevalence data for each pf the 22 negative behaviors as well as an overall score. The overall NAQ-R score can range from 22 (meaning that the respondent 'never' experienced any of the 22 negative behaviors) to a maximum of 110 (meaning that the respondent experienced all of the 22 negative behaviours on a daily basis). The tool uses behavioural language and avoids use the terms 'bullying' and 'harassment' in order to provide a more objective measurement. It was reported that the NAQ-R reliability ranges typically between 0.87 and 0.93. A pilot study will be conducted on a small sample and the scale will be validated for the population under consideration to make it culturally fair and applicable for the employees taken as a sample.

5. Unstructured *interview schedule* and **Performa** on socio-demographic and psycho-social variables and TAT will be use to generate data for qualitative analysis.

RESEARCH DESIGN:

Correlation design will be used for the present study.

STATISTICAL TOOL:

Multiple regression analysis using SPSS will be used for the present study; Qualitative analysis would also be done by means of case studies.

IMPLICATIONS OF THE STUDY:

Workplace is a second home for the employees and just like in everyone's home there could be minor conflicts which are resolved with the passage of time, it will happen in workplaces as well. Migrated employees are a vulnerable population with their own set of insecurities related to the work environment. But if there is some superior subordinate and colleague who observed ostracization every now and then, it will make a workplace a difficult environment. The study will explore the profiles in terms of in-depth case studies to have a better understanding of the migrated employees and the nature of difficulties they have, so as to contribute in enhancing their organizational integration,

which will help any organization to be a better a place to work and knowledge for the employees themselves to correct themselves if they are going on the wrong track. It is a kind of realization about the organization. The study will definitely improve the workplace conditions regarding ostracizations once the employees are aware and have an insight about the organizational behavior and the socio-cultural environment.

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